

JOINT WASTE DISPOSAL BOARD

NOTICE OF MEETING

TUESDAY 2 OCTOBER 2012

TO: ALL MEMBERS OF THE JOINT WASTE DISPOSAL BOARD

You are invited to attend a meeting of the Joint Waste Disposal Board on **Tuesday 2 October 2012 at 10.00 am** in the Smallmead Waste Recycling Centre, Reading. An agenda for the meeting is set out overleaf.

Mark Moon
Project Director

Members of the Joint Waste Disposal Board

Councillor Mrs Dorothy Hayes MBE, Bracknell Forest Council
Councillor Iain McCracken, Bracknell Forest Council
Councillor Jan Gavin, Reading Borough Council
Councillor Paul Gittings, Reading Borough Council
Councillor Angus Ross, Wokingham Borough Council
Councillor Rob Stanton, Wokingham Borough Council

EMERGENCY EVACUATION INSTRUCTIONS

If you hear the alarm:

- 1 Leave the building immediately**
- 2 Follow the green signs**
- 3 Use the stairs not the lifts**
- 4 Do not re-enter the building until told to do so**



If you require further information, please contact: Katharine Simpson
Telephone 01344 352308
E-mail: katharine.simpson@bracknell-forest.gov.uk



JOINT WASTE DISPOSAL BOARD
Tuesday 2 October 2012 (10.00 am)
Smallmead Waste Recycling Centre, Reading.

AGENDA

Page No

1. **ELECTION OF CHAIRMAN**
2. **APPOINTMENT OF VICE-CHAIRMAN**
3. **APOLOGIES FOR ABSENCE**
4. **DECLARATIONS OF INTEREST**
Members are required to declare any personal or prejudicial interests and the nature of that interest, in respect of any matter to be considered at this meeting.
5. **MINUTES OF THE MEETING OF THE JOINT WASTE DISPOSAL BOARD** 1 - 6
To approve as a correct record the minutes of the Joint Waste Disposal Board held on 12 July 2012.
6. **URGENT ITEMS OF BUSINESS**
To notify the Board of any items authorised by the Chairman on the grounds of urgency.
7. **JOINT WASTE DISPOSAL BOARD PROJECT UPDATE** 7 - 16
To receive an update on progress since the last meeting of the Joint Waste Disposal Board.
8. **REPORT ON THE PROJECT INITIATION DOCUMENT FOR REVIEW OF YEARS FIVE TO TEN OF RE3 JOINT WASTE PFI** 17 - 30
To consider a Project Initiation Document for the development of a 10 year waste management strategy.
9. **EXCLUSION OF PUBLIC AND PRESS**
To consider the following motion:

That pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of items 10 and 11 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

(3) Information relating to the financial or business affairs of any particular person.

Reports Containing Exempt Information

- | | | |
|-----|--|------------------|
| 10. | ANNUAL FINANCE STATEMENT | 31 - 38 |
| | To receive an update on the finances of the re3 project. | |
| 11. | REPORT ON MEDIATION OF RECYCLATE INCOME | <i>To Follow</i> |
| | To receive an update on work undertaken to reach an agreement on the Recyclate Income. | |

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**JOINT WASTE DISPOSAL BOARD
12 JULY 2012
(10.00 am - 12.35 pm)**

Present: Bracknell Forest Borough Council
Councillor Mrs Dorothy Hayes MBE
Councillor Iain McCracken

Reading Borough Council
Councillor Paul Gittings

Wokingham Borough Council
Councillor Rob Stanton

Officers Claire Ayling, Reading Borough Council
Pete Baveystock, Wokingham Borough Council
Oliver Burt, Reading Borough Council
Janet Dowlman, Bracknell Forest Council
Simon Heard, Reading Borough Council
Kevin Holyer, Reading Borough Council
Sarah Innes, Reading Borough Council
Steve Loudoun, Bracknell Forest Council
Mark Moon, Wokingham Borough Council

Apologies for absence were received from:
Councillor Ross, Wokingham Borough Council

67. Declarations of Interest

There were no declarations of interest.

68. Minutes of the Meeting of the Joint Waste Disposal Board

RESOLVED that the minutes of the meeting of the Joint Waste Disposal Board held on 22 March 2012 be approved as a correct record and signed by the Chairman.

69. Urgent Items of Business

There were no urgent items of business.

70. Progress Report

The Board received a report providing an update on progress made since its last meeting on 22 March 2012. The report included updates on: Environment Agency guidance on street sweepings and gully emptyings, the contractor rebrand, the mini-MRF and retail outlet, Oxfordshire County Council's Minerals and Waste Core Strategy, support to neighbouring authorities during the Olympics and a financial update.

Recently issued guidance from the Environment Agency stipulated that waste material collected in the course of street cleaning and gully clearing should no longer be considered appropriate for composting. The practical effect of implementing this guidance would for each re3 Council result in a reduction in recycling rates of between 1.18% and 3.50% and additional costs of between £28,000 and £103,000.

The Board noted that any material collected during street cleaning and gully clearing was sorted and pre treated before it was sent for composting and the basis for the Environment Agency's guidance was questioned. It was felt that as the waste was pretreated ready for composting this advice seemed to be an over reaction. The timing of the advice was also considered inappropriate as it created mid term budget pressures. The status of the advice was questioned and it was established as being guidance and not legislation. Theoretically, therefore it could still be possible to compost the waste without incorporating the results into the recycling statistics. However it was acknowledged that processors would be reluctant to go against the guidance if it placed their licences at risk.

It was agreed that a letter would be sent by the Board's Chairman to the Environment Agency, and the MP's covering the re3 Councils, setting out reasons why the guidance should be revised.

Waste Recycling Group (WRG) Ltd, the PFI contractor, had recently undergone a rebranding exercise and had now been renamed as FCC Environment (UK) Ltd. The Board expressed concern over the implications that this might have for the contracts held with re3 and it was agreed that clarification of the legal implications of the rebranding exercise would be sought.

Officers were still seeking clarification and negotiating on a number of issues identified within the Contractor's business case for the Mini-MRF and Retail Outlet. Whilst alternative arrangements to that originally proposed have been put in place the contract went without such costed alternatives for some years.

A submission had been made in response to Oxfordshire County Council's Minerals and Waste Core Strategy consultation. Any feedback received would be circulated to the Board.

The Project Team had been approached by the Royal Borough of Windsor and Maidenhead over the possibility of providing additional support to the Borough during the Olympic Games, in the event of there being an emergency affecting their ability to access their waste transfer station during the Olympics. A costed package of help, that would enable the re3 authorities to continue operating as normal, had been suggested and a response was awaited.

RESOLVED that:

- i. Officers be instructed to draft a response from the Chairman to send to the Environment Agency and local MPs and copied to the LGA strongly expressing Board concerns over the recently issued guidance on street sweepings and gully emptyings and making clear the case for their continuing use for composting
- ii. Officers be instructed to provide clarification of the Mini-MRF project and the legal implications of the WRG's rebranding and renaming to the next meeting of the Board

71. Household Waste Recycling Centre Access

The Board received an update on access arrangements at the re3 Household Waste Recycling Centres (HWRC).

The Board was informed that the original expectation was that both sites had the same arrangements for 'over height' vehicles at both HWRC sites. The Board was advised that the arrangements envisaged now work well at Smallmead but they are

giving rise to continued concern at Longshot due to the potential access to the site by the trade. The Board were concerned to learn that there was such a risk and asked that appropriate measures be introduced to reintroduce the former well disciplined arrangements. To help ensure that the site was properly managed it was agreed that officers should develop a suitable Disclaimer Form for use by the on site staff. This would be used to compliment the overall management arrangements. If a member of staff suspected trade waste was being disposed of without a licence then the person disposing of the waste would be asked to complete a disclaimer form. The information gathered would then be used to develop a database which would be used to monitor the situation.

The PFI Contractor was reviewing its pricing and service policy for trade customers and a report on the findings would be brought to the Board's next meeting.

Of the two outstanding planning conditions at Longshot Lane, the webcam to enable the public to view queues online before leaving home was now operational. The second outstanding planning condition was the development and implementation of a traffic management strategy for use during peak hours and although a strategy had been developed it was not yet being implemented. Discussions with the Planning Officers and the Contractor were taking place in attempt to resolve the matter.

RESOLVED that:

- i. The current access arrangements (including hours of opening) at both Longshot Lane and Smallmead HWRC be retained
- ii. That the supplementary amendments, detailed in paragraphs 3.9 through to 3.13 of the Project Director's report, be made to the current access arrangements
- iii. A further review of access arrangements be undertaken over the next 12 months
- iv. Any changes proposed to the design element of the planning application to facilitate or improve and/or control trade access at Longshot Lane be brought back to the Board for approval

72. Exclusion of Public and Press

RESOLVED that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000, members of the public and press be excluded from the meeting for the consideration of items 8 and 9 which involve the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person (including the authority).

73. Review of First Five Years of the re3 Joint Waste Public Finance Initiative

The Board received a presentation in respect of a review of the first five years of the re3 Joint Waste PFI.

It was reported that good progress had been made during the first five years of the contract and that there were a number of successes in a range of areas. Where performance had been less than expected. Analysis had found that the macro economic situation had had a significant impact on the areas in question. Items of particular note included: a reduction in the average volume of waste generated by each household from 507kg in 2002 to 437kg in 2010/11 a reduction of 14%

compared to the 16% reduction that had been set for the life of the contract. In addition, the new facilities provided by the PFI have helped to ensure that the percentage of waste recycled and composted has increased and levels of waste going to landfill had fallen by approximately 20% over the first five year period.

Over the next twelve months, the re3 Project Team would work to develop a strategy that would ensure that the PFI continued to be fit for purpose whilst at the same time enabling the Board to take advantage of any opportunities to develop and progress the service. The Board stressed that any proposal must go through the appropriate internal arrangements within each council first so that the Board was in a position to make a fully informed decision.

The Board commended the presentation and associated report and suggested that the Project Team give presentations to wider groups of members in all three authorities.

It was hoped that sessions would be arranged in the autumn to give Board members the opportunity to develop a more in-depth understanding of the contracts and their constituent parts.

RESOLVED that:

- i. The contents and findings of the review be noted
- ii. The re3 Management Team undertake a further review of the review document for presentation to the Board no later than July 2013 having been through their appropriate internal management processes.

74. Report on Legal Advice from Professional Advisors

The Board received a briefing on the current position with regard to contract legal matters.

It was noted a mediated session between the PFI Contractor and the Project Team was scheduled to take place on Thursday 19 July 2012 and the Board would be provided with an update on any progress made immediately following the session.

It was stressed any proposals would have to be put before each Council's Executive for a decision and it would not be possible to reach an agreement with the Contractor straightway and that a six week time lag should be expected before the Board responded to any offers made.

RESOLVED that:

- i. The progress made in relation to Recyclate Income Compensation be noted
- ii. Officers bring back to the Board and individual councils any proposals that they feel is worthy of consideration which arises from the mediation session that has been agreed in relation to this disagreement

75. Dates of Future Meetings

It was agreed that future meetings of the Board would take place as follows:

Tuesday 2 October 2012 at 10am at Smallmead, Reading

Tuesday 4 December 2012 at 10am at Wokingham District Council

It was noted that an extraordinary meeting of the Board might be required in July to discuss any matters arising from the mediation session on 19 July 2012.

CHAIRMAN

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TO: JOINT WASTE DISPOSAL BOARD
2 October 2012

JOINT WASTE DISPOSAL BOARD - PROJECT UPDATE
(Report by the Project Director)

1. INTRODUCTION

- 1.1 The purpose of this report is to inform the Joint Waste Disposal Board (JWDB) of progress since its last meeting on 12 July 2012.

2. RECOMMENDATIONS

- 2.1 To note progress made since the last meeting on 12 July 2012.
- 2.2 That Members receive a further report on the impact of the Environment Agency guidance on Street Sweepings at a future JWDB meeting.
- 2.3 That Members give consideration to the request of the Contractor to amend the hours of access to 'overheight' vehicles as described at 3.14 to 3.16 in this report.

3. SUPPORTING INFORMATION

EA Guidance on Street Sweepings and Gully Emptyings

- 3.1 As was reported at the Joint Waste Disposal Board meeting on 12 July 2012, the Environment Agency (EA) has issued guidance on the management of street sweepings and gully emptyings.
- 3.2 The re3 councils resolved to write to the EA in order to express our concern at the implications of the guidance. Copies were also sent to each of the Members of Parliament who represent the re3 area.
- 3.3 The councils are in receipt of a reply from the EA and it is attached at Appendix 1. While not exactly answering the queries raised in the council letter, the response leaves little scope for optimism at the present time.
- 3.4 Officers are aware that other local authorities and some representative bodies have also expressed their concerns about the implications of the guidance.
- 3.5 The original guidance described how the EA intended to revise the guidance towards in October 2012. The re3 councils should now await that revision before considering any further action.
- 3.6 In the meantime, we will continue discussions with our PFI Contractor on ways in which street sweepings might be pre-treated in order to comply with the prevailing EA guidance.
- 3.7 The re3 councils are, via a number of different officers, represented on various relevant bodies. Those officers should continue to report back on developments and seek to identify ways in which the impact of the guidance can be mitigated.
- 3.8 Officers will provide a further report on this issue once further detail, as described above, becomes available.

Contractor Rebrand

- 3.9 As was reported at the Joint Waste Disposal Board meeting on 12th July, our PFI Contractor has undergone a name-change as part of a rebranding exercise. Waste Recycling Group (WRG) Ltd, have become FCC Environment (UK) Ltd.
- 3.10 With advice from the Head of Legal and Democratic Services at Reading Borough Council, officers have written to the Interim Company Secretary at FCC Environment (UK) Ltd seeking final assurances that the re3 councils have been fully informed of any and all changes to the names of relevant companies.
- 3.11 Although officers have been informed that a reply is imminent, at the time of writing this report we have yet to receive a response from FCC Environment (UK) Ltd.

Mini-MRF and Retail Outlet

- 3.12 Members will recall that officers have previously reported on this issue. In September 2011, officers reported feedback from the Contractor on our request for the consideration of what the two facilities would have cost had the Contractor provided them in accordance with their contractual undertakings. At the time, the information provided by the Contractor was insufficient and officers asked for further detail and consideration. Earlier this year the Contractor provided further information.
- 3.13 At a recent meeting, both parties reviewed the detail of the new information. While the information was helpful in some respects, both parties agreed that there were a number of mistakes in the financial data. The Contractor has agreed to review and resubmit its information.

Access to Household Waste Recycling Centre's (HWRC)

- 3.14 The Contractor has requested a change to the period in which residents who have larger vehicles (and would not therefore fit under the height barrier) receive facilitated access to the HWRCs at Longshot Lane and Smallmead.
- 3.15 The Contractor would like to receive 'overheight' or larger vehicles between 4.00pm and 5.30pm. They are currently received between 2.00pm and 4.00pm at both sites.
- 3.16 The reasoning behind the request is that the later time would assist the facilities in accommodating such visitors. This is because activity at the sites is reduced later in the afternoon when most council refuse freighters have completed their schedule for the day. The later time should also prove to be more convenient to residents who have hired larger vehicles for DIY.

BACKGROUND PAPERS

Board Reports 12th July 2012

CONTACTS FOR FURTHER INFORMATION

Mark Moon, Project Director
0118 974 6308
Mark.moon@wokingham.gov.uk

Oliver Burt, Project Manager

0118 939 9990

oliver.burt@reading.gov.uk

Appendix 1

Appendix 2

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creating a better place



Mark Moon
Re3 Project Director
Wokingham Borough Council
Shute End
Wokingham
RG40 1WN

30 August 2012

Dear Mark

Recovery of Street Sweepings and Gully Emptyings

Thank you for your letter, received 23 August, about the LATS guidance on recovery of street sweepings and gully emptyings which we issued in May.

The LATS guidance sets out the existing regulatory framework for managing these wastes, rather than introduce new requirements on waste authorities. The document was produced to explain, in the format of frequently asked questions, existing recovery options. We did not consider it necessary to give notice to waste authorities that the guidance was being issued since it is essentially a reminder of what constitutes good practice.

Street sweepings and gully emptyings are non-source segregated wastes which may contain heavy metals, other physical contaminants and have a high leachable organic content. They can contain non-biodegradable waste and contaminants which will not be treated by an aerobic or anaerobic process alone. Untreated street sweepings and gully emptyings are not identified in PAS100 as suitable input waste to produce quality compost. The LATS guidance reflects this position. As noted in FAQ C4 we are reviewing whether dedicated leaf litter collections may be composted and aim to issue a statement about this in October.

As outlined in the LATS guidance, treated street sweepings and gully emptyings can be recovered. Treated organic fractions may be suitable for further biological treatment to produce a compost like output which could be recovered as a waste under suitable permits. For LATS, such recovery remains valid diversion from landfill.

Queries about classification of street sweepings & gully emptyings for local authority recycling performance should be directed to Defra.

I hope this is helpful.

Yours sincerely

Anne Butler
Technical Advisor – LATS
Waste and Industry Regulatory Service

Environment Agency, Quadrant 2, 99 Parkway Avenue, Sheffield, S9 4WF
Telephone: 03708 506 506
Email: LATS@environment-agency.gov.uk

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A waste management partnership between Bracknell Forest Borough Council, Reading Borough Council and Wokingham District Council.



Direct Line: 0118 9373990
e-mail: oliver.burt@reading.gov.uk

Reading Borough Council
Civic Offices
Reading
RG1 7TD
22 August 2012

Victoria Bunton
Joint Company Secretary
FCC Environment (UK) Ltd
Ground Floor West
900 Pavilion Drive
Northampton Business Park
Northampton
NN4 7RG

Dear Victoria,

FCC Environment (UK) Ltd Rebrand

I write in reference to your letter of 29 May 2012 to Mark Moon (Project Director of re3).

Thank you for the clarification you have provided and for the copies of the Certificate of Incorporation on Change of Name.

I would be grateful if you could confirm that the three certificates you've sent us (FCC Environment (UK) Ltd, FCC Recycling (UK) Ltd and FCC PFI Holdings Limited) constitute the only relevant name changes for the re3 contract and that there are no other changes of name that the councils should be aware of or for which certificates should have been provided.

In relation to the potential for a change of name for WRGB Ltd, and in fact the entire rebranding exercise, the councils are supportive of the evolution of the company. Our concerns are related only to ensuring that the necessary administration is undertaken diligently and that we are adequately involved where it is either necessary or appropriate.

Yours sincerely

Oliver Burt
re3 Project Manager

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TO: JOINT WASTE DISPOSAL BOARD
2 October 2012

JOINT WASTE DISPOSAL BOARD

REPORT ON THE PROJECT INITIATION DOCUMENT FOR REVIEW OF YEARS FIVE TO TEN OF re3 JOINT WASTE PFI (Report by the Project Director)

1. INTRODUCTION

- 1.1 The purpose of this report is to put before Members a Project Initiation Document for the development of a 10 year waste management strategy.

2. RECOMMENDATIONS

- 2.1 That Members approve the Project Initiation Document for development of a 10 year waste management strategy for the re3 partnership.
- 2.2 That Members request to receive a project update at each Joint Waste Disposal Board meeting with a final report in July 2013.

3. SUPPORTING INFORMATION

Background

- 3.1 At the JWBD meeting of 12 July 2012, officers presented a review of the performance of the re3 Joint Waste PFI Contract over its first five years.
- 3.2 The review looked at a variety of factors including procurement, construction, performance and finance and concluded that the re3 PFI contract has been successful in addressing its objectives.
- 3.3 In order to build on the five year report, officers have identified an opportunity to refresh their collective strategic approach to waste management.
- 3.4 Members requested the preparation of a further review which should develop a strategy for waste management across the re3 partnership for the next 10 years.

Five to Ten Year Report

- 3.5 The review will examine the changing environment in which the PFI Contract exists; seeking to identify areas of risk and opportunity and ways in which to manage these.
- 3.6 To ensure benefits are realised over time, the strategy will include processes for reviewing performance on an annual basis over the next 10 years.

Project Initiation Document

- 3.7 The Project Initiation Document defines the proposed scope and objectives of the project in greater detail and sets out the method for the project's completion.
- 3.8 Officers recommend that Members approve the Project Initiation Document for development of a 10 year strategy and request a project update at each Joint Waste Disposal Board meeting with a final report in July 2013.
- 3.9 On approval of the Project Initiation Document, officers will further develop the project plan in conjunction with the project team and commence work on the initial phase of the project.
- 3.10 As a key component of the review, a compositional analysis of residual waste has already been arranged.

BACKGROUND PAPERS

Report on the review of the first five years of re3 Joint Waste PFI – 12 July 2012

CONTACTS FOR FURTHER INFORMATION

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Oliver Burt, Project Manager
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Project Initiation Document	
All projects must have a PID. The PID gives the direction and scope of the project and forms the 'contract' between the project management team and corporate or programme management	
1. Project Introduction	
1.1 Background	Brief background to project- a summary reference for anyone not familiar with the project
<p>During the first half of 2012, a review was undertaken to ascertain the extent to which the re3 joint waste PFI contract has delivered what was envisaged by the re3 councils over the first five years of its operation. This was presented to the Joint Waste Disposal Board on 12th July.</p> <p>The review looked at a variety of factors including procurement, construction, performance and finance and concluded that the contract has so far been successful (Appendix 1). However the local and regional environment in which the PFI Contract exists is changing. For instance financially, the economic situation has forced many councils to consider ways in which they can derive income from their services. Legislatively, prevailing Government guidance has already changed since the time of contract commencement and we may expect new and more challenging targets going forward. Contractually, changing waste composition and economic pressures are resulting in lower tonnages than agreed being processed through the contract.</p> <p>In order to ensure ongoing delivery and the ability to maximise opportunity in this changing environment, officers feel that there is a need to refresh their collective strategic approach to waste management.</p>	
1.2 Context	<p>Summarise the main justification for the project. Explain how the project fits into the work, aims, and strategy of both the Councils and their Directorates.</p> <p>Outline the business rationale for the project e.g. legislation, legal requirements, old age /problems of current product, reorganisation opportunities etc</p>
<p>The re3 PFI contract was written to address those issues that were foreseen by the councils and considered significant in the years prior to its commencement; predominately the reception and treatment of waste and the need to meet performance targets.</p> <p>Looking forward however, the PFI contract must evolve from a version that has proved fit for purpose thus far, into a version which is able to accommodate future requirements.</p> <p>The PFI contract facilitates Council Services. It should therefore help to address council priorities.</p>	

The objectives below have been taken from Bracknell Forest Council's 'Medium Term Objectives 2011/2015', Reading Borough Council's 'Corporate Plan 2009-2012' and Wokingham Borough Council's 'Places and Neighbourhoods Key Objectives 2010 - 2013':

- Improve recycling rates and effective delivery of the re3 project.
- Reduce the amount of waste sent for disposal to landfill by promoting waste minimisation, increasing recycling and composting through existing services and adding new services where practicable.
- Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money.
- Implement a programme of economies to reduce expenditure.
- Embed good customer service and improve service delivery and standards.
- Review and revise service delivery mechanisms and locations.

2. Project Definition	Explain what the project needs to achieve
2.1 Project objectives	State the quantifiable key business objectives and of the project e.g. "reduce waiting times by 25%" is measurable- "better customer service" is not.
<p>The objective of this project is to produce a number of recommendations which substantively form the strategic direction of the re3 councils over the next 10 years.</p> <p>These will relate to factors such as:</p> <ul style="list-style-type: none"> - Waste composition/separation/processing - Resident expectations and service improvement - Operational savings and income - Risk management and business continuity - Joint working and relationships - Changes in performance targets and legislation <p>In each of these areas we will:</p> <ul style="list-style-type: none"> - Identify potential areas of change. - Identify areas of risk and possible ways to manage. - Identify opportunities and means to take advantage. - Identify legal, corporate and partnership requirements and steps to ensure these are achieved. 	

2.2 Expected Benefits	<p>What benefits do you expect to achieve from this project?</p> <p>What do we expect to gain from it?</p> <p>Name benefits under each category and expected timelines within which you would expect to realise these benefits</p> <p>Describe each benefit in measurable terms so that measurable improvements can be assessed after project completion</p>
<p>In broad terms, this project will help the re3 partnership to:</p> <ul style="list-style-type: none"> - Understand which factors may affect its performance going forward. - Establish opportunities to change where benefits may ensue. - Identify future risk and mitigate it where possible. - Manage expectations of officers, members and stakeholders. - Strengthen working relationships. - Reaffirm what it aims to achieve. - Identify the resources needed to achieve its goals. - Ensure better knowledge therefore improving resilience in understanding. - Develop common communication messages where appropriate. <p>We will review these benefits at the end of the project and thereafter periodically review thinking and delivery.</p>	
2.3 Project deliverables & desired outcome	<p>List the main products to be delivered by the project and/or the desired outcomes</p>
<p>The aim of this project will be to produce a strategy which provides direction to the re3 councils over the next 10 years.</p> <p>This strategy will plot our target performance over the next 10 years, taking into account our current performance and factors which may drive or influence our performance going forward.</p> <p>The strategy will therefore include annual processes for reviewing performance and monitoring these influential factors.</p>	
2.4 Exclusions	<p>State what is not to be included in the project</p>
<ul style="list-style-type: none"> - The project will not look at risk and opportunities relating to operations such as street cleansing and grounds maintenance which do not directly affect the re3 contract or are not affected by it. - The project will not consider factors that are unforeseeable at the time of writing this 	

document.	
2.5 Constraints	Detail any specific constraints imposed by management or by other factors e.g. target dates, maximum budget, equipment to be used, resource pool
<p>The target date for PID approval will be the meeting of the Joint Waste Disposal Board on 2nd October 2012.</p> <p>The target date for project completion will be the meeting of the Joint Waste Disposal Board in July 2013.</p> <p>We will seek to ensure that the cost of the project is met by the waste minimisation budget and re3 management budget.</p> <p>The resources will be as set out in ‘Project Organisation Structure’ below.</p>	
2.6 Interfaces	Where applicable outline whether the project links to other projects, events or initiatives that are currently happening
<p>This project follows on from the five year report presented to the Joint Waste Disposal Board in July 2012.</p> <p>There are also likely to be links to projects and ongoing work being undertaken by the individual Councils.</p>	
2.7 Assumptions	Where applicable state and assumptions made regarding the project e.g. the existing system is up to date and information can be loaded directly onto a new system
<ul style="list-style-type: none"> - That information relating to the re3 contract is readily available. (This will in formats other than public documents.) - That the re3 parties and any relevant stakeholders will be willing and able to provide time and information for this project. 	

3. Project Approach	Outline the method by which the work of the project will be carried out
<p>There will be an initial research and analysis phase followed by a phase for drawing up recommendations and writing the strategy document.</p> <p>This strategy should be agreed with the PFI Contractor, the Council collection contractors and other parties who could be directly affected.</p> <p>The document will then be reviewed by the Project Team and Project Management Team before being shared with the Joint Waste Disposal Board.</p>	
4. Project Tolerances	Give details of any tolerance margins agreed with the Project Board or passed to Project Board by senior Management e.g. any slippage of more than 2 weeks must be brought to the attention of xxx; any increase in cost by more than 5% must be reported to xxx
<p>Project tolerances will be agreed with the Project Sponsors at the Joint Waste Disposal Board Meeting of 2nd October 2012.</p>	
5. Project Controls	Explain how control is going to be exercised within the project and the reporting and monitoring mechanisms that will support this, including the exception process
<p>The project will be discussed with Project Sponsors at the Joint Waste Disposal Board Meetings.</p> <p>The project will be discussed with the Project Management Team at Monthly Managers Meetings.</p> <p>The project will be discussed between the Project Team Members at the Monthly Contract Meeting Pre-meetings or at other dates agreed at the start of the project.</p>	

6. Project Organisation Structure	Explain who will be on the project management team, provide a project management team structure and job descriptions
<p><u>Project Sponsors</u> - Project Director and Members of the Joint Waste Disposal Board</p> <p>Responsibilities to include:</p> <ul style="list-style-type: none"> - Ensuring the project output contributes to achieving the desired outcome. - Signing off the project specification and plan. - Signing off significant changes to the project specification or plan. - Ensuring that the project fits strategically with other projects. <p><u>Project Management</u> - re3 Management Team</p> <p>Responsibilities to include:</p> <ul style="list-style-type: none"> - Day to day project management. - Coordinating the project planning. - Managing communication with the project team and satellites. - Monitoring progress. - Reporting to the project sponsors. - Delivering the project objectives. - Evaluating the project. <p><u>Project Team</u> - re3 Project Team Council Officers</p> <p>Responsibilities to include:</p> <ul style="list-style-type: none"> - Bringing relevant expertise to the project. - Supporting the project manager in managing the project. - Working with other team members in a cooperative way. - Contributing to the planning of the project - Completing the tasks s/he agrees to take on. - Attending project team meetings. <p><u>Satellites</u> - Contractor Collection Contractors Legal Advisors Finance Team Industry experts</p> <p><u>Other Stakeholders</u> - Stakeholder Group Members of Public Staff (e.g. Collection crews, HWRC staff, MRF operatives, Transfer station staff) Offtakers Local Councils</p>	

7. Initial Project Plan	Attach your project plan below				
Attached as Appendix 2.					
8. Initial Risk Register and Issues Log	For risk register and issues log template go to tools and templates on the CPO Pod				
This is currently being developed.					
9. Communication Plan	For communication plan template go to tools and templates on the CPO Pod				
	Project Sponsors	Management Team	Project Team	Contractor (Satellite/Stakeholder)	Other Satellites
What we will communicate	<ul style="list-style-type: none"> - Progress - Risks - Conflicts - Political implications 	<ul style="list-style-type: none"> - Progress - Delays - Successes - Problems - Resource issues - Options - Opinions 	<ul style="list-style-type: none"> - Progress - Successes - Problems - Tasks - Deadlines 	<ul style="list-style-type: none"> - Research Outcomes - Options - Opinions - Decisions - Tasks - Deadlines 	<ul style="list-style-type: none"> - Tasks - Deadlines - Options
Method and frequency	<ul style="list-style-type: none"> - Quarterly JWDB meetings 	<ul style="list-style-type: none"> - Monthly Management Meetings - By email/ phone where necessary 	<ul style="list-style-type: none"> - Monthly Meetings - By email/ phone where necessary 	<ul style="list-style-type: none"> - Meetings as required. - Emails 	<ul style="list-style-type: none"> - Meetings as required. - Emails/ phone
Responsibilities	Management Team	Project Team	Management Team	Project Team	Project Team

Appendix 1: Executive Summary of the Five Year Report.

1. Executive Summary

- 3.1 This review of the first five years of the re3 Joint Waste PFI Contract was intended to ascertain the extent to which it has delivered what was envisaged by the re3 councils.
- 3.2 In broad terms the re3 PFI contract has proved to be a great success. The procurement, by a partnership of local authorities was successfully completed. Construction of the new facilities was achieved on time and within budget. Since completion of construction, the facilities have proven to be incredibly popular with residents. Throughout each of these phases countless challenges have been successfully addressed.
- 3.3 In specific terms, too, the re3 PFI contract is proving to be effective and successful.
- 3.4 Financially, the re3 PFI contract is on target to deliver a saving against the comparator used to assess value for money. According to modelling, updated for the review, the re3 contract is due to begin costing less than the comparator from 2013/14 onwards. By the end of the modelled period, in 2021/22, the contract should be saving nearly £3m per annum.
- 3.5 In addition, individual elements of the contract appear to compare well against those prices currently available on the open market. For landfill, the price is above median but is well below the highest prices available. For energy from waste (EfW) the price has been amongst the lowest available and, according to the most recently available, is at the level of the median price.
- 3.6 The review looks at performance against statutory targets and those included in the Final Business Case (FBC) for the re3 contract.
- 3.7 Waste Strategy 2000 set targets for recycling and composting. The Councils met the 2010 target of 30%; recycling and composting on average 35.69% of household waste. However the Councils narrowly failed to meet the revised target of 40% set by the Waste Strategy 2007. Officers feel this was principally due to the economic situation having an adverse impact on levels of recycling that the councils are only now recovering from. Rather than growing year on year as required to meet the government's latest targets, the recycling performance of the re3 partnership has faltered over the last few years. Therefore, despite an increasing composting rate, performance has fallen short of the tougher Waste Strategy 2007 targets and the similar FBC target for the re3 contract.

- 3.8 Waste Strategy 2000 also set a performance target for recovery. Again, the Councils met the 2010 target, recovering 52.52% of municipal waste. However, there was a one year delay in meeting the updated Waste Strategy 2007 target of 53% and the greater FBC target of 72%. This was caused by the late commissioning of the Lakeside EfW facility.
- 3.9 This delay in the commissioning of the EfW facilities also meant that the councils met the biodegradable waste to landfill target for 2010, contained in the FBC, a year later than anticipated. However the lower LATS targets have been achieved and our actual tonnage landfilled is significantly lower than our allowance. In 2010/11 only 39% of the LATS allowance was actually used. This is in part due to the use of EfW facilities provided through the re3 contract which divert waste from landfill.
- 3.10 Waste arisings have fallen significantly faster than expected at the time of procurement. The average 2010/11 waste generation per head was 14% lower than that seen in 2001/02. As a result the Councils are likely to meet their waste generation targets ahead of schedule.
- 3.11 Another important indicator of performance is user satisfaction. Numbers of complaints have remained low over the course of the contract so far.
- 3.12 In the annual HWRC user satisfaction survey, overall satisfaction has remained high. Over the last three surveys, the percentage of users rating the sites as good or very good overall has remained in the high nineties. Other categories, in which performance is slightly less highly rated, are monitored.
- 3.13 The results of the first transfer station survey, in which council staff were asked for their opinions as regular users of the facilities, have also been positive. Queue times on the days surveyed were acceptable and staff helpfulness was also rated highly.
- 3.14 The councils had some specific objectives in mind when procuring the re3 PFI Contract. The contract had to secure long-term solutions ahead of the end of contracts passed down from Berkshire County Council, divert waste from landfill to avoid anticipated fines and to increase recycling. On the first two counts, the re3 PFI has been successful. On the third, recycling, the facilities put in place by the contract have been successful but circumstances beyond council control have made it hard to maintain the rate of improvement that had been anticipated.
- 3.15 Officers feel that there is a need for the re3 councils to refresh their collective strategic approach to waste management to account for the changing environment in which the re3 PFI Contract exists. Without such a process being undertaken, the ongoing success of the re3 Waste PFI cannot be guaranteed.

Appendix 2: Initial Project Plan

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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